HUMAN RESOURCES

1. OVERVIEW

MISSION

Supporting excellence in the GNWT public service through the delivery of innovative, quality human resource services.

GOALS

1. Support to management's human resource decision-making that results in productive and positive human resource management practices.

2. Integrated, client-focused programs and services that are simple, timely and consistent.

3. Streamlined and simplified administrative systems and processes.

4. Recruitment and retention of a capable, competent public service that is representative of the people it serves and that focuses on results.

5. A work environment that promotes employee development, safety and wellness and that offers an opportunity for positive labour/management relations.

KEY ACTIVITIES

- Directorate
- Human Resource Strategy and Policy
- Management and Recruitment Services
- Corporate Human Resources
- Employee Services
- Regional Operations

2. EMERGING ISSUES

Demographic Changes

The aging population and workforce is expected to have significant impacts on Canadian policy development over the coming decades, highlighted by health care, pension, and intergenerational care giving challenges. In the NWT, the population changes will place increased expectation and demand of suitable, age appropriate government services and programs (e.g., pre-school to home care to dementia). The GNWT workforce is also aging, but encompasses a multi-generational span (18 to 65 years of age).

With a multi-generational workforce, employee health issues/costs, family care responsibilities, work-life balance expectations, and social technology use mean the GNWT must explore innovative approaches for employee recruitment, engagement and talent management. There is a strong need to continue programs for staff development and cross transfer of corporate knowledge and skills amongst the multi-generations throughout the organization.

The Canadian Aboriginal population is the fastest growing segment in the Canadian labour force. Within the NWT, the Aboriginal population is 50.9%; spread throughout the NWT. Given this, the GNWT must anticipate that a large amount of the prospective and growing labour force resides in communities outside of Yellowknife.

The NWT population, consistent with the global trend, is also continuing to gravitate to urban centers. The NWT Bureau of Statistics' Population Share, by Community Type information indicates that overall, Yellowknife has increased from 31.4% of the territorial population in 1981 to 45.5% in 2011. The population in the regional centres of Hay River, Fort Smith and Inuvik has decreased from 27.5% in 1981 to 22.1% in 2011. As well, the population in small communities has declined from 41.0% in 1981 to 32.3% in 2011. Given the changing nature of the population, delivery approaches for GNWT programs and services may need to be changed. (Numbers represent communities of the NWT only.)

Promoting Northern Employment

The GNWT has focused on developing a northern workforce, including negotiating compensation and benefits aligned with northern recruited employees. However, due to several factors including the recent net-out migration, the complexity of public service jobs, and a retiring population, the NWT labour market cannot meet the demand to fill positions for public programs.

While the number of northerners with post-secondary education or specialized training and experience has grown, the demand for these individuals has also increased. The GNWT continues its Maximizing Northern Employment initiative to attract, identify, and develop high performing northern talent through its intern and summer student programs. These programs also emphasize the benefits of establishing a career in the public service.

The GNWT supports the utilization of secondments to and from community and Aboriginal governments to build public service capacity at all levels of government. Secondments are a mechanism to share workforce knowledge and provide opportunities for individuals to enhance skills and experience. Ongoing communication with Aboriginal and community governments to identify opportunities is required to make public service capacity development successful.

Competitive Market and Labour Shortages

The GNWT experiences a number of recruitment and retention challenges including cost of living, accessibility to services, infrastructure limitations, and family needs. The GNWT competes with neighboring jurisdictions and other northern employers for knowledgeable, skilled staff.

While the GNWT's overall compensation package is competitive, some sectors offer immediate, short-term benefits (e.g., referral bonuses and signing bonuses) which may be attractive to a section of the workforce. The GNWT's goal is a sustainable public service – one that balances the need to invest in the public service with the need to remain fiscally prudent.

Nation-wide, there are severe labour shortages in some occupational groups. While health care shortages have received much attention, there are other skilled occupational areas (e.g., engineers, program specialists, financial) that are also difficult to recruit. The GNWT has a corporate approach to promotion and marketing of careers, but also uses targeted recruitment strategies to reach diverse audiences in order to help enhance the quality of the applicant pool for specific occupational shortages.

Changes to the GNWT employment opportunities portal have been made to better leverage the GNWT brand, emphasize the size and the diversity of job opportunities, remove barriers, and efficiently communicate with applicants.

Devolution and Self-Government

The GNWT signed a Devolution Agreement in Principle with the Government of Canada which will require the Department of Human Resources to carry out a range of significant human resource responsibilities to prepare for the inclusion of new functions and the associated new employees. Implementation of the Devolution Final Agreement will mean a massive upfront workload for the Department of Human Resources and also provides opportunities for innovative organizational design, recruitment, and strategic management of diverse human capacity. Continued focus on implementation of the NWT Public Service Strategic Plan, including ongoing renewal of human resources policy and legislation; negotiation of new terms and conditions of employment in collective bargaining; systems enhancements to PeopleSoft; enhanced partnerships with client departments and agencies and the unions as well as developing metrics and measures to gauge success, will ensure that the GNWT is positioned to effectively and efficiently implement Devolution and welcome new employees.

The GNWT is involved with Aboriginal governments in the negotiation of self-government agreements for the delivery of programs and services. Subject to the final negotiated agreements, programs and employees will be transferred on the effective date of the agreement, or at some point in the future. The effective implementation of self government agreements will require a significant amount of work in the field of human resources to ensure a smooth transition. The Department of Human Resources provides support to GNWT negotiating and implementation teams with respect to human resource matters.

Demands on the Public Service

The complexity of public service jobs is constantly shifting driven by technological, social, regulatory, and workforce adjustment change. Growing public scrutiny and demand for accountability and transparency of GNWT programs and services is driving the need for review and evaluation.

Greater awareness of roles and responsibilities, embracing new ideas/opportunities, and continuing GNWT support for actions developed to implement *20/20: A Brilliant North, the NWT Public Service Strategic Plan* is intended to help increase employee commitment to the public service. Within the Department of Human Resources there are significant ongoing demands for staff around; technology and systems advancements, policy and legislative renewal; enhancing relationships with clients, employees, and bargaining units; and building quantitative measures and metrics for clients and employees.

3. 2012-13 PLANNING INFORMATION

The detailed description of planned activities for the department includes the following sections:

a) **Fiscal Position and Budget** provides information on the department's operation expenses and revenues.

b) **Key Activities** describes the department's major programs and services, including strategic activities, as well as results to date and measures.

c) **Responding to Priorities** describes current major activities the department is undertaking in supporting the priorities identified by the 17th Assembly.

d) **Infrastructure Investments** gives an overview of the department's planned infrastructure investments for 2012-13.

e) **Legislative Initiatives** provides a summary of the department's legislative initiatives during the 17th Legislative Assembly as well as initiatives planned for 2012-13.

f) **Human Resources** includes overall statistics and position reconciliation, information on capacity building activities as well as departmental training and development.

g) **Information Systems and Management** describes department-specific information and management systems as well as major initiatives planned for 2012-13.

a) Fiscal Position and Budget

DEPARTMENTAL SUMMARY

	Proposed Main Estimates 2012-13	Revised Estimates 2011-12	Main Estimates 2011-12	Actuals 2010-11
	($000)	($000)	($000)	($000)
OPERATIONS EXPENSE				
Directorate	607	656	607	1,114
Human Resource Strategy and Policy	7,134	6,829	6,830	6,350
Management and Recruitment Services	3,970	3,970	3,969	3,931
Corporate Human Resources	12,371	12,531	12,289	8,790
Employee Services	14,080	14,717	14,099	13,860
Regional Operations	4,634	4,517	4,627	4,778
TOTAL OPERATIONS EXPENSE	42,796	43,220	42,421	38,823
REVENUES	250	1,000	1,000	

OPERATION EXPENSE SUMMARY

	Estimates 2011-12	Forced Growth	Initiatives	Other Adjustments	Internal Reallocations	Budget 2012-13
	($000)	($000)	($000)	($000)	($000)	($000)
Directorate						
Directorate	607					607
Total Activity	**607**	**0**	**0**	**0**	**0**	**607**
Human Resource Strategy & Policy						
Management	2,368			(100)	(953)	1,315
Information Systems	2,837	81			358	3,276
Research & Reporting	234				(234)	0
Quality Assurance	244				3	247
Finance & Corp Support	367				186	553
Policy and Communications					640	640
Amortization	780	323				1,103
Total Activity	**6,830**	**404**	**0**	**(100)**	**0**	**7,134**
Management & Recruitment Services						
Management	1,131				(793)	338
Human Resource Services	2,287				386	2,673
Allied Health	551	1			407	959
Total Activity	**3,969**	**1**	**0**	**0**	**0**	**3,970**
Corporate Human Resources						
Management	4,839				(932)	3,907
Job Evaluation & Org Design	1,188				(251)	937
Labour Relations	1,237	301		(220)	449	1,767
Employee Dev & Workforce Plan	1,740				575	2,315
Recruitment Support	3,285	1			159	3,445
Total Activity	**12,289**	**302**	**0**	**(220)**	**0**	**12,371**
Employee Services						
Management	1,085				(652)	433
Payroll	1,893			(20)	166	2,039
Benefits	10,680	1			96	10,777
Data Management	441				390	831
Total Activity	**14,099**	**1**	**0**	**(20)**	**0**	**14,080**
Regional Operations						
Northern Region	2,419					2,419
Southern Region	2,208	7				2,215
Total Activity	**4,627**	**7**	**0**	**0**	**0**	**4,634**
TOTAL DEPARTMENT	**42,421**	**715**	**0**	**(340)**	**0**	**42,796**

REVENUE SUMMARY

	Proposed Main Estimates 2012-13	Revised Estimates 2011-12	Main Estimates 2011-12	Actuals 2010-11
	($000)	($000)	($000)	($000)
GRANT FROM CANADA				
TRANSFER PAYMENTS				
Type 1				
Type 2				
Type 3				
TOTAL	0	0	0	0
TAXATION REVENUE				
Type 1				
Type 2				
Type 3				
TOTAL	0	0	0	0
GENERAL REVENUES				
Sunlife Recoveries		1,000	1,000	
Type 2				
Type 3				
TOTAL	0	1,000	1,000	0
OTHER RECOVERIES				
Sunlife Recoveries	250			
Type 2				
Type 3				
TOTAL	250	0	0	0
GRANTS IN KIND				
Type 1				
Type 2				
TOTAL	0	0	0	0
CAPITAL				
Deferred Capital Contributions				
Other				
TOTAL	0	0	0	0
REVENUES	**250**	**1,000**	**1,000**	**0**

b) Key Activities

KEY ACTIVITY 1: DIRECTORATE

Description

The **Directorate** provides leadership and direction to the Department of Human Resources (DHR). The Directorate also provides strategic/corporate human resource advice to the Minister as well as to Deputy Ministers and Deputy Heads across the GNWT.

Major Program and Services 2012-13

The Directorate will focus on its leadership and advice functions. Specific areas of leadership focus will include successful conclusion of collective bargaining with the Union of Northern Workers (UNW), the Northwest Territories Teachers' Association (NWTTA), and the Northwest Territories Medical Association (NWTMA); improving Human Resource management in the NWT; strengthening linkages with client departments and agencies; and human resource planning for Devolution.

Collective Bargaining

The collective agreements which set out terms and conditions of employment with the UNW and the NWTTA, and the NWT Physicians contract all expire in the 2012 calendar year. On behalf of the GNWT, DHR is working towards negotiating new contracts that

- Ensure that the GNWT is fiscally sustainable in the long term
- Increase flexibility in work scheduling to support more effective program delivery
- Improve equity and fairness to all employees and simplify the collective agreement.

The overall goal is to balance positive, constructive relations with employees and their representative organizations with sound fiscal management and good governance.

Improving Human Resource Management in the NWT

DHR will continue the implementation of *20/20: A Brilliant North, the NWT Public Service Strategic Plan* to engage the public service in improving and delivering programs and quality services to Northwest Territories residents. Released in 2009, this ten-year plan with the accompanying action plans, details the strategic objectives, actions, time frames, and measurable targets which will guide the human resource and succession planning of the government.

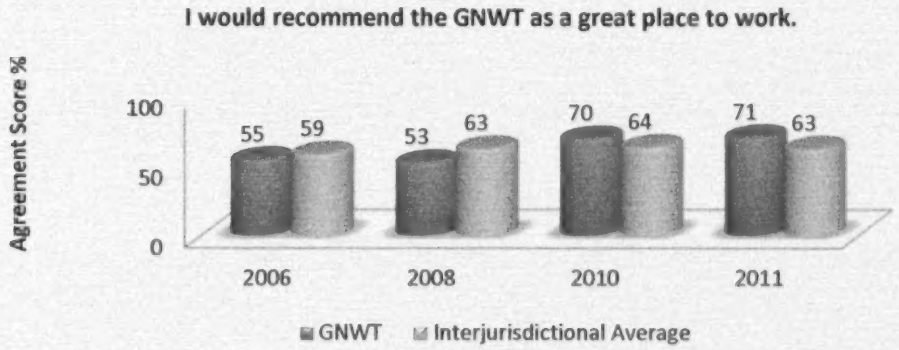
The *NWT Public Service Strategic Plan* includes supporting the development of the public service in community and Aboriginal governments across the NWT. The Public Service Capacity for Local Governments initiative is a partnership between DHR, the Department of Municipal and Community Affairs, the NWT Association of Communities, and the Local Government Administrators of the NWT and addresses the recruitment and retention challenges faced by local governments.

The *20/20* Action Plan and Results Reports for 2009-10 and 2010-11 were tabled in the Legislative Assembly. The 2011-12 results report will be tabled in 2012-13. DHR will implement a new four-year action plan (2012-13 to 2015-16) to support the implementation of key strategic initiatives such as the potential devolution of lands, water and resources; and to continue to support the following five strategic goals laid out in the *20/20 Strategic Plan*:

- Fixing/Maintaining the Foundation
- Attraction and Recruitment
- Engagement and Retention
- Learning and Development
- Success and Succession

Employee engagement and satisfaction surveys were conducted in 2006, 2008, 2010, and 2011 to provide baseline information and a continuing measure of the engagement and satisfaction of employees working for the GNWT. Survey information is released to employees and the public on the DHR website.

Similar employee engagement and satisfaction surveys are conducted by other public sector jurisdictions which allow for comparison across Canada. The GNWT continues to outperform the inter-jurisdictional average. GNWT employees are more likely to recommend the GNWT as a great place to work in comparison to employee recommendations in other jurisdictions.



Human Resources Process Improvements / Service Partnership Agreements

In addition to overall responsibility for the *NWT Public Service Strategic Plan*, the Directorate leads strategies that support Goal 1 of Fixing the Foundation. DHR is making significant progress on the goal of Fixing the Foundation; specifically stabilizing the core transactional human resources services that DHR provides to client departments and agencies.

To continue to improve on the effectiveness of transactional human resource services, DHR initiated a business process review for the transactional processes related to pay and benefits. The business process review approach is intended to improve timeliness, accuracy, relevance and effectiveness of pay, benefits and data management services within the GNWT. A priority in 2012-13 will be to implement changes to transactional processes identified in the Business Process Improvement Plan. Overall, DHR will work to reflect a continuous improvement approach where services are regularly reviewed and enhancements are made.

DHR has enhanced its partnership with stakeholder groups to ensure the public service as a corporate resource is managed in a way that promotes stability, retention and maximum effectiveness. The Deputy Ministers' Human Resources Committee, the Client Advisory Group and other communities of interest such as the Directors of Finance and Directors of Policy offer forums for discussion of shared issues, challenges and identification of solutions. DHR engages with these groups on a regular basis to review key frameworks, policies and tools as well as timing and approaches. Ongoing stakeholder engagement is a priority.

As a shared service provider, DHR engages with clients to provide services corporately. Shared service models allow governments to operate more efficiently and provide for a more consistent level of service delivery from internal support services. Service Partnership Agreements (SPAs) are a common tool for defining the relationship between the shared services centre and its clients by outlining the responsibilities of both parties to this relationship. Partnership components are being developed to provide improved service delivery. The SPA process is being piloted in 2012-13 with the Health and Social Services system.

DHR conducts a client satisfaction survey to gauge satisfaction with the services and tools provided by DHR. In 2010-11, overall, nearly 75% of respondents were satisfied or very satisfied with the services provided. DHR would like to improve the overall response rating to 80% in 2012-13.

Devolution - Human Resource Planning and Implementation

As outlined in the Devolution Agreement in Principle, a significant amount of work is involved in ensuring a smooth transition of human resources from the Government of Canada to the GNWT as part of the devolution of responsibility for lands, water and resources. Management of the affected human resources and preparing to welcome new employees to deliver the new responsibilities is a critical piece in preparing for the final agreement and implementation.

Implementation of the Devolution agreement creates a significant human resource management workload. There are several key items which will require planning by the Department of Human Resources both prior to and following the effective date for Devolution including organizational design, job evaluation, staffing of positions critical to the support of and implementation pre-Devolution, onboarding, and benefit documentation. DHR is implementing the NWT Public Service Strategic Plan which will support the effective and efficient implementation of Devolution.

A human resources lead position has been created in the Department of Executive to be responsible for HR devolution implementation.

KEY ACTIVITY 2: HUMAN RESOURCE STRATEGY AND POLICY

Description

The **Human Resource Strategy and Policy (HRSP) Division** is responsible for the development and review of government-wide resource management strategies, legislation, policies, guidelines, and practices. The Division provides quality assurance services to ensure that legislation, policies, guidelines and practices are consistently and fairly applied. Research, analysis and reporting is also undertaken and coordinated through this Division.

Policy and Communications provides strategic planning, legislative and policy support to the Minister and Deputy Minister and supports departmental information and communication activities.

Financial Services coordinates financial planning and corporate services for DHR including records management services.

Human Resource Information System provides government wide information systems and tools, as well as DHR specific applications.

Major Program and Service Initiatives 2012-13

Upon successful conclusion of collective bargaining, DHR will focus on the implementation of new terms and conditions of employment for all employee groups. HRSP will provide support for implementation activities associated with the conclusion of collective bargaining including systems, communications, and policy development.

The GNWT is working to meet its legal obligations to provide French language communications and services under the NWT *Official Languages Act*. The Department has a key role in advising and supporting Departments and Agencies in meeting their bilingual human resource needs towards implementation of enhanced communications and services in French. Staffing of an Advisor, French Language Services position is ongoing. In addition to advising on bilingual human resource needs, the position will lead the development of DHR's French language service plans.

DHR will continue to review the human resource policy framework to identify significant issues as well as to increase employee understanding of human resource programs and services through proactive and integrated communications. DHR is undertaking an overhaul of its external and internal websites to provide timely and relevant information.

Financial Services will undertake activities to improve financial forecasting and continue with ongoing updates to DHRs' Administrative and Operational Records Classification System.

The Department is also focused on the transition of the Human Resource Information System from PeopleSoft 8.9 to PeopleSoft 9.1. After completion of the PeopleSoft upgrade and towards the end of the 2012-13 fiscal year, work will begin on the ePerformance Project which will streamline the existing manual performance evaluation process.

Measure 1 – Successful Completion of Policy And Legislation Reviews

The *Public Service Act* was amended to remove the restriction that prevented the appointment of more than three Staffing Review Officers. The amendment allowed for an increase in the number of Staffing Review Officers available to hear appeals to improve appeal and competition timeframes.

The Workplace Conflict Resolution Policy was replaced by the Harassment Free and Respectful Workplace Policy in August 2011. The Harassment Free and Respectful Workplace Policy provides definitions for workplace harassment; personal harassment; emphasizes early intervention and informal resolution; outlines key roles and responsibilities; and provides a formal investigation method for resolution of conflicts. A Guide to Applying the Harassment Free and Respectful Workplace Policy was developed to assist managers and employees to understand their responsibilities under the policy by identifying examples of behaviours that can constitute harassment.

The Duty to Accommodate Injury and Disability Policy also came into effect in August 2011. The Duty to Accommodate Injury and Disability Policy ensures that employees are provided with the disability-related accommodations they need in a timely and reasonable manner. Guidelines for application of the policy and accommodation process were developed to ensure the GNWT, unions, managers and employees understand their responsibilities to identify safe, timely and reasonable measures to accommodate employees.

DHR led an inter-departmental Screening Working Group to review GNWT policy regarding screening processes and criminal records checks for contractors and non government organizations (NGO's). This work concluded Government established NGO's are legally obligated to create and administer their own procedures to safeguard against abuse including criminal records checks on their own employees. The Department continues to review internal administrative processes regarding criminal records checks and makes any necessary changes if gaps are found.

The Department continues its work on a systematic overhaul of the Human Resource Manual (HRM) to the HRM Action Plan. In March 2011, the collective agreements and employees handbooks were made available in HTML. HRM sections are being revised to direct readers through links to the relevant article or subject while providing guidelines for managers on how to implement and instructions for managers and employees on how to process. HRM changes related to the successful negotiation of collective bargaining agreements and handbooks will be a priority in 2012-13.

Measure 2 – Communication

DHR provides proactive and integrated communications to ensure employee and public understanding of human resource programs and services. A "Meet our People" campaign was launched in 2011-12 with ten employees sharing their career paths, experiences working in the North and why they like working for the GNWT. "Meet our People" is intended to honour GNWT staff, profile the range of opportunities and benefits within the GNWT, and to give northerners a chance to meet the people working on their behalf. Many GNWT employees are considered excellent role models, at work, as well as within their respective communities.

A review of DHR external website was carried out in 2011-12, and improvements to the site will begin in 2012-13.

Measure 3 – Human Resources Information System Updates

In April 2011, the final phase of eRecruit, the Government's on-line recruitment and staffing system was launched. Implementation of eRecruit was carried out in three phases. Phase one in January 2010 allowed individuals to view job ads and apply for jobs-online. An immediate benefit was a reduction in paper-based processes. Phases two and three further enhance the recruitment process for managers, recruiters, and applicants. These phases provide:

- Requisition approvals on-line
- Pre-screening functionality
- Built in workflow for job posting and offer approvals
- Notifications and alerts to keep managers and applicants aware of their application status
- Streamlined hire from eRecruit to the PeopleSoft Job Record
- Reporting/tracking of recruitment metrics.

DHR worked with the Department of Health and Social Services to implement a shift scheduling software system for health services in locations across the NWT. The shift scheduling software interacts with existing GNWT systems to allow for increased staffing levels and organizational efficiency by forecasting labour needs. Forecasting labour needs help minimize employee overtime and reduces the time spent on scheduling administration. The GNWT Shift Scheduling Project started in July 2011. The application has been tested by the Implementation Team and training documentation has been created using the Oracle User Productivity Kit (UPK) to allow for on-line access to operational information and training. End-user training and roll-out of the application to the Health Authorities began in March 2012.

KEY ACTIVITY 3: MANAGEMENT AND RECRUITMENT SERVICES

Description

The **Management and Recruitment Services Division (MRS)** is responsible for the provision of front-line general human resource services including strategic advice to government-wide management.

Human Resources Services provides general human resource services through two client service centers Yellowknife and Tłı̨chǫ. Human Resource Services include recruitment, administration of job competitions, labour relations advice, job description preparation, employee development and support to managers for human resource planning and employee recognition.

Allied Health Recruitment Unit provides specialized recruitment of allied health professional in all regions.

Human Resource Operations provides comprehensive advice and support to guide recruitment and retention.

Major Program and Service Initiatives 2012-13

Upon successful conclusion of collective bargaining, DHR will focus on the implementation of new terms and conditions of employment for all employee groups. MRS will provide support for client department and agency implementation activities associated with the conclusion of collective bargaining.

DHR has developed a Business Process Improvement Plan. MRS will focus on implementation of on-boarding and off-boarding process recommendations.

DHR client service managers will support implementation of the Service Partnership Agreements (SPA) pilot between DHR and the health and social services system to improve service and client satisfaction.

The Department will continue refinement of eRecruit data collection and reporting.

DHR will focus support to client department and agency managers with changes to human resources programs and services resulting from implementation of the *20/20: A Brilliant North, NWT Public Service Strategic Plan*. MRS will continue to support the implementation of departmental human resource plans.

The Allied Health Recruitment Unit will focus on revitalizing the allied health casual pool.

Measure 1 – Staffing Competitions

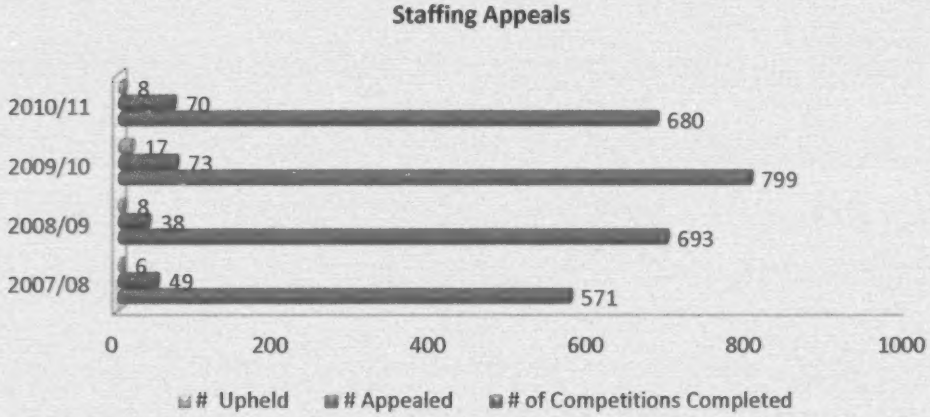
The percentage of staffing competitions completed within 8 weeks increased over last year. DHR has focused on improving the recruitment process in the GNWT. Phases 2 and 3 of eRecruit, the Government's on-line recruitment and staffing system, were launched in March 2011. These phases

further enhance the recruitment process for managers, recruiters, and applicants. The improved functionality allows for online screening of candidates, establishes a single point of entry into the selection process, provides improved metrics to clients and DHR, and reduces paper processes.

eRecruit user training is ongoing with courses offered regularly through the GNWT Training Calendar. During 2012-13, MRS will focus on the ongoing training needs of human resource staff and managers involved with staffing to ensure they can access and utilize the functionality of eRecruit.

Measure 2 – Staffing Appeals

The staffing appeals process provides for public accountability of appointments to public service positions made by competition. Staffing Review Officers provide an independent review of the competition process by determining whether procedural fairness occurred in the application of applicable legislation, regulations, policies, directives and procedural guidelines. In 2010/11, out of a total of 680 competitions, just over 1% of competitions completed were upheld in appeal.



DHR tracks appeals from receipt to decision notification to meet legislated deadlines. DHR works

with staffing practitioners and Staffing Review Officers to decrease times for appeal decisions to be rendered. In 2011-12, the number of Staffing Review Officers increased from three to six with the aim to reducing the time it takes for appeals to be completed. Ongoing in-service training for staffing practitioners as well as training for selection committee members on GNWT staffing procedures helps to ensure understanding of the staffing process and contributes to a reduction in appeals.

KEY ACTIVITY 4: CORPORATE HUMAN RESOURCES

Description

The **Corporate Human Resources Division** is responsible for leading government-wide human resource management programs and undertaking the strategic management of terms and conditions of employment for public servants that promote harmonious labour/management relations, productive work environments, and fair and consistent treatment of staff. The Division is responsible for leading the implementation of *20/20: A Brilliant North, the NWT Public Service Strategic Plan*.

Job Evaluation and Organizational Development coordinates the evaluation of GNWT positions through implementation of the Hay Job Evaluation System, provides training on the job evaluation system, maintains GNWT organization charts and provides advice and support to management on organizational development.

Labour Relations provides advanced labour relations advice to managers and human resource staff including collective agreement and other employment contract interpretations.

Recruitment Support Unit provides specialized recruitment advice as well as planning and implementation of specialized recruitment programs, strategies and initiatives.

Employee Development and Workforce Planning manages the development and implementation of government-wide human resource management programs particularly in the areas of retention; workforce planning; employee recognition; management and leadership development; health and wellness; diversity; and employee training and development.

Major Program and Service Initiatives 2012-13

DHR is focused on collective bargaining negotiations. Upon successful conclusion of bargaining human resource policy impacts, cost effective approaches and government wide and departmental implementation activities associated with the end of collective bargaining negotiations will be the priority.

A new four-year action plan has been developed for the continued implementation of the NWT Public Service Strategic Plan *20/20: A Brilliant North*. The new action plan will build on the successes of the first three years and DHR is moving from development to implementation on a number of initiatives.

DHR continues to promote the GNWT as an inclusive workplace. Through a voluntary survey, where employees with disabilities are encouraged to anonymously self identify, the GNWT will establish base line statistics on the number of employees in the public service that have disabilities. For the survey purposes, disability is defined as: a physical condition, a mental condition, a medical condition, or a social/emotional condition that restricts the performance of one or more of a person's significant life activities, for an extended period (longer than six months or on a recurring or intermittent basis). In addition, DHR is offering one-day workshops that consider issues of disability and explore attitudes and awareness as they apply in the GNWT workplace. The GNWT Advisory Committee on Employability will continue to provide advice and recommendations on initiatives to increase representation and that make the GNWT an employer of choice for persons with disabilities.

Aboriginal Cultural Awareness training is under development. DHR has created a draft framework that sets out the GNWT's desire to increase Aboriginal cultural awareness and appreciation within the workforce. The goal is to have the curriculum developed and the training piloted in fall 2012. Modules will explore the importance of culture and cultural awareness, the Aboriginal people of the Northwest Territories, Aboriginal rights, the history of the NWT from an Aboriginal perspective, as well as current issues for Aboriginal people in the North. The Aboriginal Employees Advisory Committee (AEAC) will continue to provide advice and recommendations on initiatives to increase representation and to make the GNWT an employer of choice for Aboriginal persons.

DHR is developing and implementing an occupational health and safety program across the GNWT. DHR will coordinate the establishment of a GNWT Occupational Health and Safety Advisory Committee (GNWT OHSAC) in 2012-13. This standing program/policy advisory committee will be comprised of representatives from across the workforce, the UNW and the NWTA. The committee will consult in a cooperative manner to make recommendations to the Deputy Ministers' Human Resources Committee on the development, implementation and continuous improvement of the GNWT Occupational Health and Safety (OHS) Program. Program development is being led by DHR and will be based on recommendations received from the GNWT OHSAC. The GNWT OHS Program will provide procedures, templates and guidelines required by departments, boards and agencies to implement an OHS program which, in turn, will ensure the safety of employees while at work.

DHR facilitates the delivery of a leadership development program to enhance skills among managers and prepare them for future growth opportunities within GNWT management. A comprehensive review of the program has been completed and a request for proposal to update leadership development training will be issued in 2012-13.

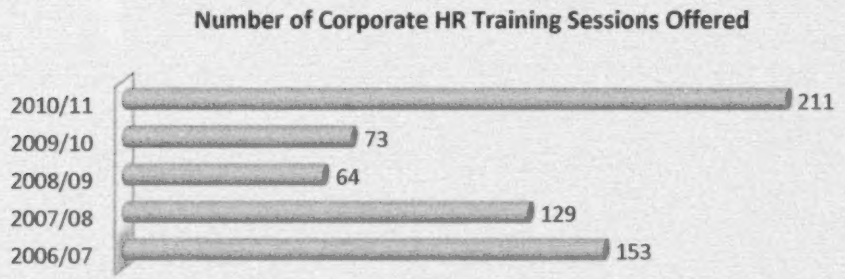
DHR provides specialized recruitment analysis and program support. The Department will continue to focus on the GNWT's Maximizing Northern Employment Initiative for students and graduates. DHR, in partnership with the health and social services system, will administer health human resources and undertake promotion of health and social services careers in the NWT.

Measure 1: Percentage of Affected Employees Redeployed

The GNWT is committed to the redeployment and retraining of employees where circumstances require employee lay-off. DHR assists client department and agencies when they determine lay-offs are required to ensure fair treatment of employees and adherence to the *Staff Retention Policy*.

Measure 2: Number of Corporate HR Training Sessions Offered

The GNWT supports employee lifelong learning by offering a variety of courses and workshops. DHR, in response to client department and agencies needs, co-ordinates training opportunities through the online GNWT Training Calendar. The 2010-11 course offerings included labour relations training, pre-retirement, employee orientation as well as those provided by learning partners such as management and leadership through Aurora College; workplace safety through the Workers Safety and Compensation Commission; and health and wellness with the GNWT Employee and Family Assistance Program provider Shepell.fgi.



Measure 3: Number of Harassment Free and Respectful Workplace Policy Investigations Completed

The GNWT ensures a positive work environment through ongoing training for managers and employees. In addition, DHR provide strategic human resource advice and guidance to program managers on a range of positive management practices. Manager understanding and acceptance of this advice with incorporation into everyday work practices can result in prevention and early resolution of conflicts.

Year	# of Complaints Received & Formally Assessed	# that met Mandate / Investigated	# Completed in Fiscal Year	# Ongoing
2006/07	*10*	*3*	*3*	*0*
2007/08	*10*	*3*	*3*	*0*
2008/09	*12*	*4*	*4*	*0*
2009/10	*15*	*5*	*2*	*3*
2010/11	*15*	*7*	*5*	*2*

NOTE: In August 2011, the Harassment Free and Respectful Workplace Policy replaced the Workplace Conflict Resolution Policy (WCRP). Complaints prior to August 2011, were received, assessed and investigated under the WCRP.

Some complaints do not meet the mandate of existing policy, but warrant further investigation. In addition, client departments and agencies may initiate investigations for workplace issues that fall outside the mandate of the Harassment Free and Respectful Workplace Policy.

Misconduct Investigations

Year	# Completed	# of DHR Investigations*	# of Departmental Investigations**
2006/07	*9*	*6*	*3*
2007/08	*7*	*3*	*4*
2008/09	*5*	*2*	*3*
2009/10	*2*	*2*	*0*
2010/11	*8*	*4*	*4*

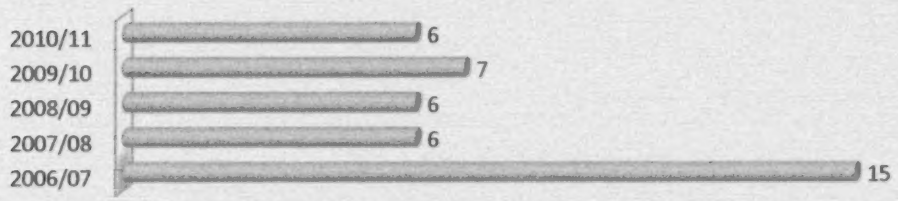
*Investigations completed by Department of Human Resources Investigator position.
**Investigations completed by Departments with assistance of Investigator position.

DHR provides training to supervisors and managers to assist in their development and to reinforce their positive management practices.

Measure 4: Number of Arbitration Hearings Completed

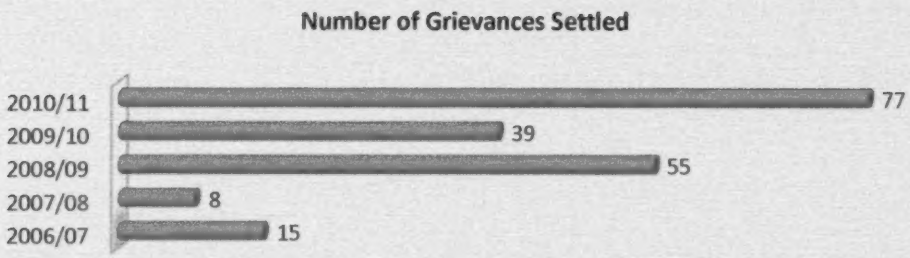
Management of arbitrations is a joint process between the Union and the GNWT, requiring agreement between the parties on how to reach resolution. Senior Labour Relations staff and UNW representatives meet each month to address outstanding grievances referred to arbitration with the intent to resolve them to the mutual satisfaction of both parties or schedule them for arbitration. The arbitration hearing schedule was increased from one week per month, to two weeks per month commencing February 2010, with arbitrators confirmed through December 2011.

Number of Arbitration Hearings Completed



Measure 5: Number of Grievances Settled

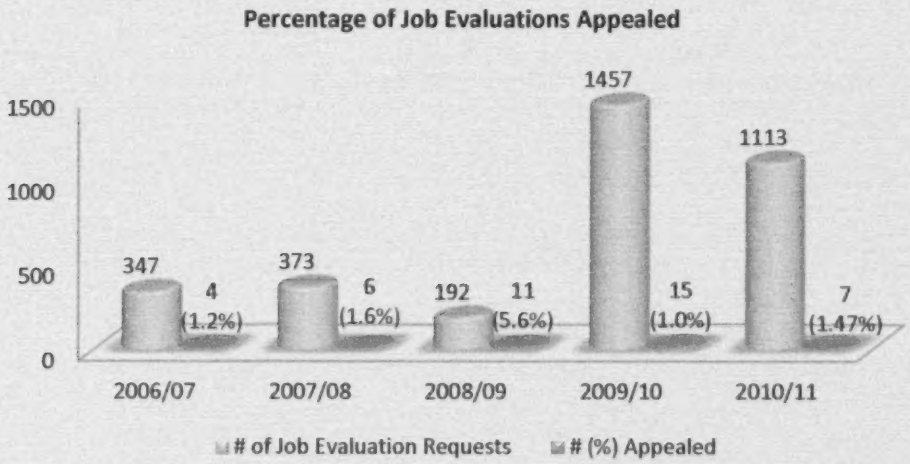
Human resource management practices such as monitoring employee performance, supporting employee development and ensuring staff have the tools they need to do their job are the responsibility of program managers. Client service managers provide strategic human resource advice and guidance to program managers on a range of positive management practices. Manager understanding and acceptance of this advice with incorporation into everyday work practices can result in a lower number of grievances.



DHR provides regular labour relations training to supervisors and managers to assist in their development and to reinforce their positive management practices. DHR will focus support to client department and agency managers with changes to human resources programs and services resulting from implementation of the NWT Public Service Strategic Plan.

Measure 6: Percentage of Job Evaluations Appealed

Job evaluation is the analysis and evaluation of the required know-how, problem solving, accountability and working conditions of a job. The result establishes the relative value of a job within the GNWT and establishes a position's level of pay. DHR provides advice and guidance related to proposed departmental reorganization projects and performs job evaluations for all departments, boards and agencies. It is responsible for periodic reviews of benchmark job families and subsequent reviews of jobs across the GNWT that fall within those families. Job evaluation appeals are received when an excluded or UNW employee disagrees with the Job Evaluation Committee's evaluation of their position.



KEY ACTIVITY 5: EMPLOYEE SERVICES

Description

The **Employee Services Division** is responsible for providing compensation, benefits, and data management services for the public service.

The **Payroll Office** provides payroll services for all GNWT full-time, part-time, and casual employees, including boards and agencies such as the Health and Social Services Authorities and Divisional Boards of Education. The Payroll Office is also responsible for paying other individuals who provide services to the GNWT such as honoraria recipients, physicians, judges and MLAs.

The **Benefits Section** delivers employee benefits services for Headquarters employees. There is also a team of specialized Benefit Officers who provide counseling on extended leave and retirement processes for all GNWT employees.

The **Data Management Section** is responsible for the entry and management of employee data for Headquarters employees. A team of Data Management Specialists carries out the more complex data management transactions for all GNWT employees.

Major Program and Service Initiatives 2012-13

Implementation of recommendations will continue from the Business Process Improvement work undertaken in 2011/12, with an emphasis on transactional efficiencies and documenting processes.

Upon successful conclusion of collective bargaining, DHR will focus on the implementation of new terms and conditions of employment for all employee groups. Employee Services will provide support for implementation activities associated with the conclusion of collective bargaining.

During 2012-13, a Service Partnership Agreement will be piloted with the GNWT Health System. Employee Services will measure and report on services delivered in the areas of payroll administration and benefits administration.

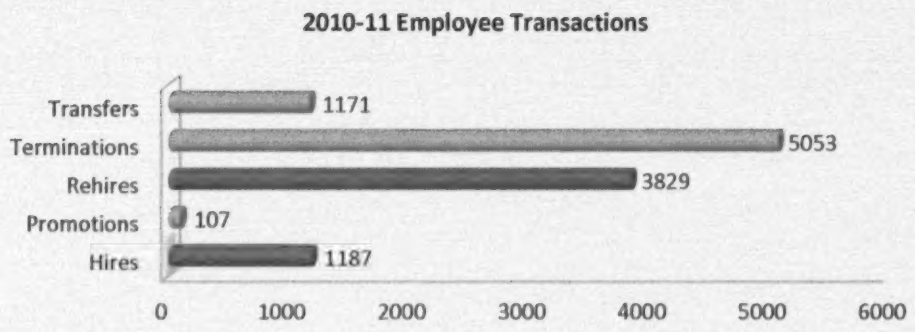
DHR will create a policy setting out the criteria for producing off cycle cheques.

The participation of Employee Services staff will be integral to DHR's planned upgrade to the PeopleSoft system in 2012-13.

Measures Reporting

Measure 1 – Employee Data Transactions (number of hires, rehires, transfers, promotions and terminations)

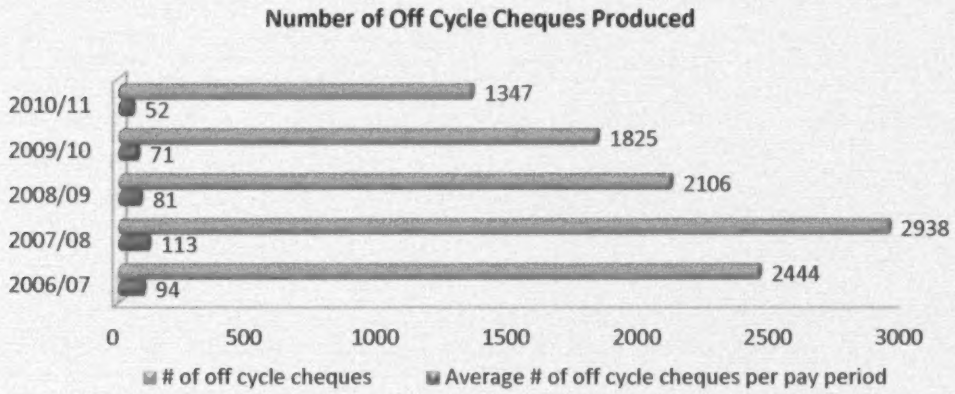
Efficient and accurate entry of employee information into the Human Resources Information System is required to assign employees to the appropriate pay and benefits groups. In 2010-11, DHR processed 11,347 employee transactions for hires, rehires, transfer, promotions and terminations.



Termination transactions include resignations, retirements, as well as the completion of temporary employment (e.g., summer students). Between April 1, 2010 and March 31, 2011, DHR completed 3,891 final pays.

Measure 2 – Number of Off Cycle Cheques Produced

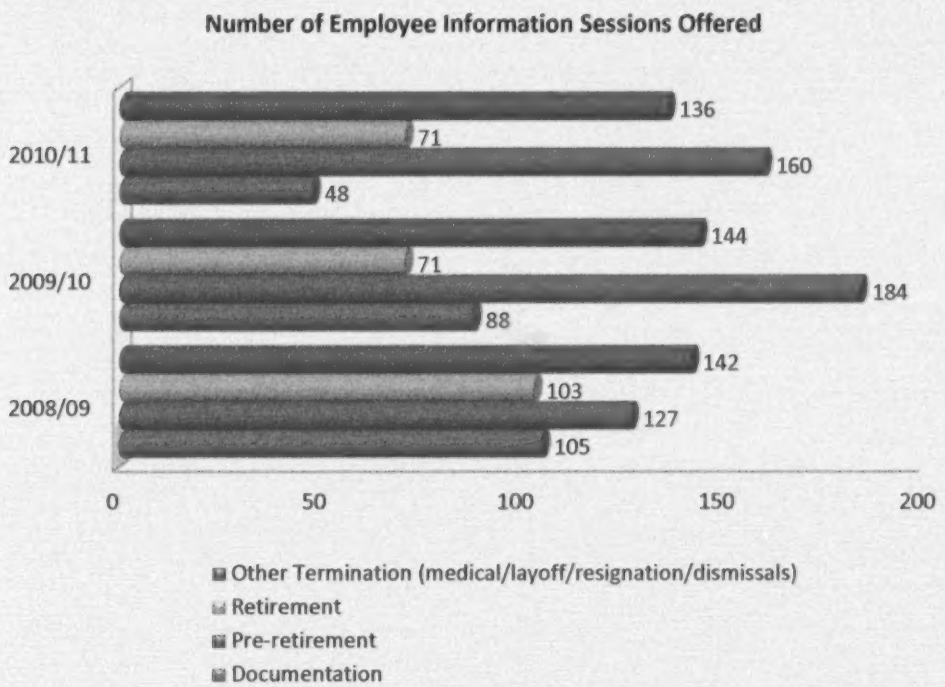
Off cycle cheques are produced outside the regular pay schedule to provide cheques for employees who have missed pay, require a pay correction that cannot wait until the next pay day or to issue a final pay.



The production of off cycle cheques is not an effective use of human resources and has significant impact on the ability of the payroll staff to focus on daily payroll functions. In 2009-10, 28% of off cycle cheques produced were required as a result of self-service errors. In 2010-11, 31% of off cycle cheques were required as a result of self service errors. New employees are introduced to self service as part of initial employee documentation. On-going self service training for employees and managers is available. In addition, step by step time sheet entry instructions as well as frequently asked questions on self service are available on the DHR website.

Measure 3 – Number of Employee Information Sessions Offered

DHR provides information sessions to employees on entitlements to benefits that are part of the GNWT compensation package. Benefits include the pension plan, group life and disability insurance benefits, dental, extended health care (e.g., prescription drugs) as well as leave plans (sick, special, deferred).



During 2009-10, documentation of casual employees was changed from in person documentation sessions to provision of a documentation package with the job offer.

Effective April 2011, the Public Service Pension Centre in Shediac, New Brunswick took over responsibility for counselling all contributors to the Public Service Pension Plan, including GNWT employees, on Pension Benefit Entitlements. DHR continues to provide support and counselling to employees on entitlements to GNWT benefits, including severance pay, extended leave, leave payouts, etc. In 2010-11, DHR provided counselling to GNWT employees when proceeding on extended leave as follows:

- 137 employees proceeding on maternity and/or parental leave were counseled.
- 13 employees proceeding on education leave with allowance were counseled.
- 49 employees who submitted disability claims received counselling.
- 234 employees proceeded on personal leave without pay (PLWOP). This can be for education purposes, relocation of spouse, or just leave without pay. Approximately 35% of these employees required and received counselling dependent upon the length of the leave.
- 180 employees proceeded on sick leave without pay (SLWOP). Approximately 50% of these employees required and received counselling dependent upon the length of the leave.

KEY ACTIVITY 6: REGIONAL OPERATIONS

Description

The Regional Service Centres are responsible for the provision of front-line general human resource services, as well as strategic advice and guidance in the areas of human resource planning to regional management that support the recruitment and retention of the public service. Human resource services include recruitment, labour relations advice, job description preparation, employee development, and support for human resource planning and employee recognition. In addition, the service centres offer benefit and data management services for regional employees.

The **Northern Region** consists of the Inuvik and Sahtu Service Centres.

The **Southern Region** consists of Fort Smith, Hay River, and Dehcho Service Centres.

The Human Resources Helpdesk, located in Inuvik, is a corporate function reporting to the Assistant Deputy Minister of Human Resources. The Helpdesk is the first point of contact for GNWT employees and managers who require information, advice, assistance or counselling on human resource issues.

Major Program and Service Initiatives 2012-13

Implementation of recommendations will continue from the Business Process Improvement work undertaken in 2011-12, with an emphasis on transactional efficiencies and documenting processes.

Upon successful conclusion of collective bargaining, DHR will focus on the implementation of new terms and conditions of employment for all employee groups. Regional operations will provide support for implementation activities associated with the conclusion of collective bargaining.

DHR regional operations will focus on ensuring managers and employees receive support, information and advice on human resources programs and services.

Measures Reporting

The regional HR service centres deliver all departmental programs and services and are captured in corporate measures reporting.

Measure 1: Percentage of Helpdesk inquiries completed by immediate response, and within one week

DHR operates a Helpdesk to streamline and track responses to employees' inquiries as well as capture workflow information. Depending on the nature of the inquiry, Helpdesk questions can be resolved almost immediately or take much longer to conclude. For example, the correction of a data entry mistake might be completed within hours, but more complicated issues such as adjusting pensions or buying-back past service might involve other governments and take months to fully resolve. Analysis of the inquiries to date indicates that considerable time is spent addressing simple issues such as forgotten passwords or predefined procedures available to employees such as time entry instructions and time codes

Year	Phone Queries		E-mail Queries		All Issues Ticketed	
	Average Resolved Immediately	**Average Ticketed**	**Average Resolved Immediately**	**Average Ticketed**	**Closed within 7 Days**	**Average # of Days to Close**
*2007/08**	*80%*	*20%*	*45%*	*55%*	*62%*	*18.22*
2008/09	*77.2%*	*22.9%*	*47.1%*	*52.8%*	*39%*	*11.71*
2009/10	*79%*	*21%*	*53%*	*47%*	*71%*	*13.7*
2010/11	*77%*	*23%*	*60%*	*40%*	*64%*	*15.28*

*The HR Helpdesk was established in 2007. Statistics are from December 2007 to March 31, 2008.

During the 2009-10 fiscal year, the Department of Finance implemented the System for Accountability & Management (SAM). As part of this transition, a SAM Helpdesk was established. Although separate from the HR Helpdesk, the two departments share software and a single database. The statistics broken down above of inquiries received by phone and e-mail are inquires from external clients to the Department of Human Resources only. The statistics of "all issues ticketed" include inquiries from external clients, those for the SAM Helpdesk, as well as internal requests from HR staff to other Divisions within HR. Beginning in 2008-09, Helpdesk has been used by HR staff for internal requests. A closed call can be reopened at any time, which will change the closed date well into the future of the original ticket date.

c) Responding to Priorities of the 17th Assembly

The Department of Human Resources, in support of *Believing in People and Building on the Strengths of Northerners,* works to build and maintain a professional public service through implementation of *20/20: A Brilliant North, the NWT Public Service Strategic Plan.*

Priority 1 – Build a Strong and Sustainable Future for our Territory

Description

Strengthening our relationships with Aboriginal and other northern governments:

- Foster close relationships with Aboriginal and community governments through training and support programs to help build confident and capable Aboriginal and community governments.

- Partner with community and Aboriginal governments to improve program and service delivery where possible.

Planned Activities for 2012-13

- The NWT Public Service Strategic Plan has ongoing funding to implement initiatives designed to support development of and enhance the capacity of community and Aboriginal governments across the NWT. DHR participates on a Public Service Capacity for Local Governments Steering Committee along with the Department of Municipal and Community Affairs (MACA), the NWT Association of Communities (NWTAC), and the Local Government Administrators of the NWT (LGANT). The Public Service Capacity for Local Governments Initiative includes a number of strategies to address the recruitment and retention challenges faced by community and Aboriginal governments. It developed a series of initiatives aimed at recruiting, training and retaining local government administrators and establishing local governments' ability to assess their own operational strengths and needs.

- The GNWT supports the utilization of intergovernmental secondments to build public service capacity at all levels of government. Secondments are a mechanism to share workforce knowledge and provide opportunities for individuals to enhance skills and experience.

- The GNWT advertises, upon request, Aboriginal government employment opportunities on the GNWT website and has a direct link to the employment opportunities with community governments to widen the potential recruitment pool for community and Aboriginal governments.

- The GNWT will make available to Aboriginal and community governments courses and workshops offered through the GNWT training calendar if space is available and the training is appropriate to the organization.

Participating Departments

- All

Priority 2 – Increase employment opportunities where they are needed most

Description

Decentralizing more GNWT positions:

- As part of planning for devolution implementation, consideration will be given to overall organizational design for the GNWT and in particular, location of new positions being established.

Planned Activities for 2012-13

- DHR provides advice and guidance to GNWT management on organizational development. It also provides organizational design support for Devolution and to those Departments requesting assistance related to proposed departmental reorganization projects.

- The GNWT must have a knowledgeable and experienced public service to be able to provide a continuity of program and service delivery for transferred responsibilities. A Director, Devolution – HR lead position has been created in the Department of Executive to be responsible for coordinating HR devolution implementation. A Devolution Human Resources Intergovernmental Working Group has been formed. Members include senior management in the Department of Human Resources, an assistant negotiator from the Devolution Office with the Department of Executive and senior management and human resource practitioners from Aboriginal Affairs and Northern Development (AAND).

- The implementation of Devolution will result in an increased workload for DHR related to organizational design, job description writing, the evaluation of jobs and potential job evaluation appeals, recruitment on boarding, orientation, and subsequent re-organizational shifts.

- DHR will continue to focus on implementing the NWT Public Service Strategic Plan and Fixing the Foundation to ensure the GNWT is positioned to effectively and efficiently implement Devolution and will also provide support on human resources impacts and requirements related to pay and benefit comparison, organizational design, job descriptions, and job evaluation.

Participating Departments

- Executive, Department of Human Resources

d) Infrastructure Investments

Planned Activities – 2012-13

ePerformance Project

The Department of Human Resources has a 2012-13 Capital Project. The ePerformance module is a web-deployed performance management system that provides managers, employees, and HR administrators with greater ability to monitor and manage the overall performance process.

e) Legislative Initiatives

Planned Activities – 2012-13

The Department of Human Resources is undertaking background research on priority legislative initiatives and will propose these as appropriate in the future.

f) Human Resources

Overall Human Resource Statistics

Employees

	2011	%	2010	%	2009	%	2008	%	2007	%
Total	182		184		183		168		164	
Indigenous Employees	112	62%	113	61%	109	59%	107	64%	93	57%
Aboriginal	63	35%	65	35%	61	33%	60	36%	52	32%
Non-Aboriginal	49	27%	48	26%	48	26%	47	28%	41	25%
Non-Indigenous Employees	70	38%	71	39%	74	40%	61	36%	71	43%

Note: Information as of December 31

Senior Management

	2011	%	2010	%	2009	%	2008	%	2007	%
Total	7		9		9		6		6	
Indigenous Employees	6	85%	7	78%	6	66%	5	84%	4	67%
Aboriginal	1	14%	2	22%	2	22%	1	17%		0%
Non-Aboriginal	5	71%	5	56%	4	44%	4	67%	4	67%
Non-Indigenous Employees	1	14%	2	22%	3	33%	1	17%	2	33%
Male	0	0%	2	22%	2	22%	1	17%	0	0%
Female	7	100%	7	78%	7	78%	5	83%	6	100%

Note: Information as of December 31

Non-Traditional Occupations

	2011	%	2010	%	2009	%	2008	%	2007	%
Total	3		3		1		4		4	
Male	1	33%	1	33%	1	100%	2	50%	2	50%
Female	2	67%	2	67%	0	0%	2	50%	2	50%

Note: Information as of December 31

Employees with Disabilities

	2011	%	2010	%	2009	%	2008	%	2007	%
Total	5	2.7%	2	1.1%	2	1.1%	2	1.2%	1	0.6%

Note: Information as of December 31

Position Reconciliation

This information differs from the employee information on the preceding page; human resource information reflects actual employees as of March 31 each year. The information presented below reflects position expenditures approved through the budget process for each fiscal year.

Active Positions

Summary:

	2011-12 Main Estimates	Change	2012-13 Main Estimates
Total	193	(1)	192
Indeterminate full-time	193	(1)	192
Indeterminate part-time	-	-	-
Seasonal	-	-	-

Adjustments During the Year:

Position	Community	Region	Added/ Deleted	Explanation
Assoc Director/Super	Ft. Smith	SS	Deleted	SI-Refocusing Government-MACA
Assoc Director/Super	Ft. Simpson	SS	Deleted	SI-Refocusing Government-H&SS
Assoc Director/Super	Inuvik	SS	Deleted	SI-Refocusing Government-ECE
Labour Relations Advisor	Yellowknife	HQ	Deleted	Sunset-Arbitration Case Backlog
Labour Relations Advisor Hearings	Yellowknife	HQ	Added	FG-Arbitration & Human Rights
Labour Relations Advisor Hearings	Yellowknife	HQ	Added	FG-Arbitration & Human Rights
Senior Advisor	Yellowknife	HQ	Added	Internal Reallocation

Other Human Resource Information

The Department of Human Resources has launched a long-term human resources strategy for the public service entitled, *20/20: A Brilliant North*. Among other initiatives, this strategy provides a framework for the development of departmental human resource plans, including succession plans and affirmative action plans.

The tables below indicate statistics on departmental human resource activities with respect to summer students, interns and transfer assignments for 2011.

Summer Students				
Total Students	Indigenous Employees (Aboriginal + Non Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
21	21	13	8	

Note: Information as of August 17

Interns				
Total Interns	Indigenous Employees (Aboriginal + Non Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
4	4	3	1	

Note: Information as of December 31

Transfer Assignments (In)				
Total transfer assignments	Indigenous Employees (Aboriginal + Non Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
31	21	15	6	10

Note: Information as of December 31

Transfer Assignments (Out)				
Total transfer assignments	Indigenous Employees (Aboriginal + Non Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
21	16	10	6	5

Note: Information as of December 31

Activities Associated with Staff Training & Development

DHR provided support for a number of employees to participate in staff training and development activities. Employee learning and development objectives are established through learning plans. Individual objectives and training requirements associated with training and development are identified as part of the performance planning and review process.

Developmental opportunities for DHR employees were offered in a variety of areas including project work in a team environment related to business process redesign and collective bargaining, as well as individual opportunities as labour relations coordinator, HRIS trainer and manager positions. DHR

corporate employee development included customer service training in professional email etiquette and SharePoint as a collaborative tool to help employees work more efficiently and effectively. DHR employees also had the opportunity to develop skills providing noon hour work coverage to share in providing exceptional customer service to clients.

DHR held three training conferences for regional and headquarters staff in fall 2011. The five day Data Management Training Conference held in Yellowknife in September covered general data entry management, quality assurance, specialized entry of various pay groups (e.g., relief, seasonal, job shares, etc.) as well as business process improvements and "how to" processes. The two day Management and Recruitment Services conference held in Yellowknife in October covered ethics and confidentiality in HR, e-Recruit, service partnership agreements, business process improvements, the Managers Toolkit as well as a general overview of DHR involvement with devolution. The three day Benefits / MTA Conference was also held in Yellowknife in late October and covered employment types and eligibility to contribute to the Public Service Pension Plan, relocation processes, ultimate removal, medical travel assistance, and ethics and confidentiality.

g) Information Systems and Management

Overview

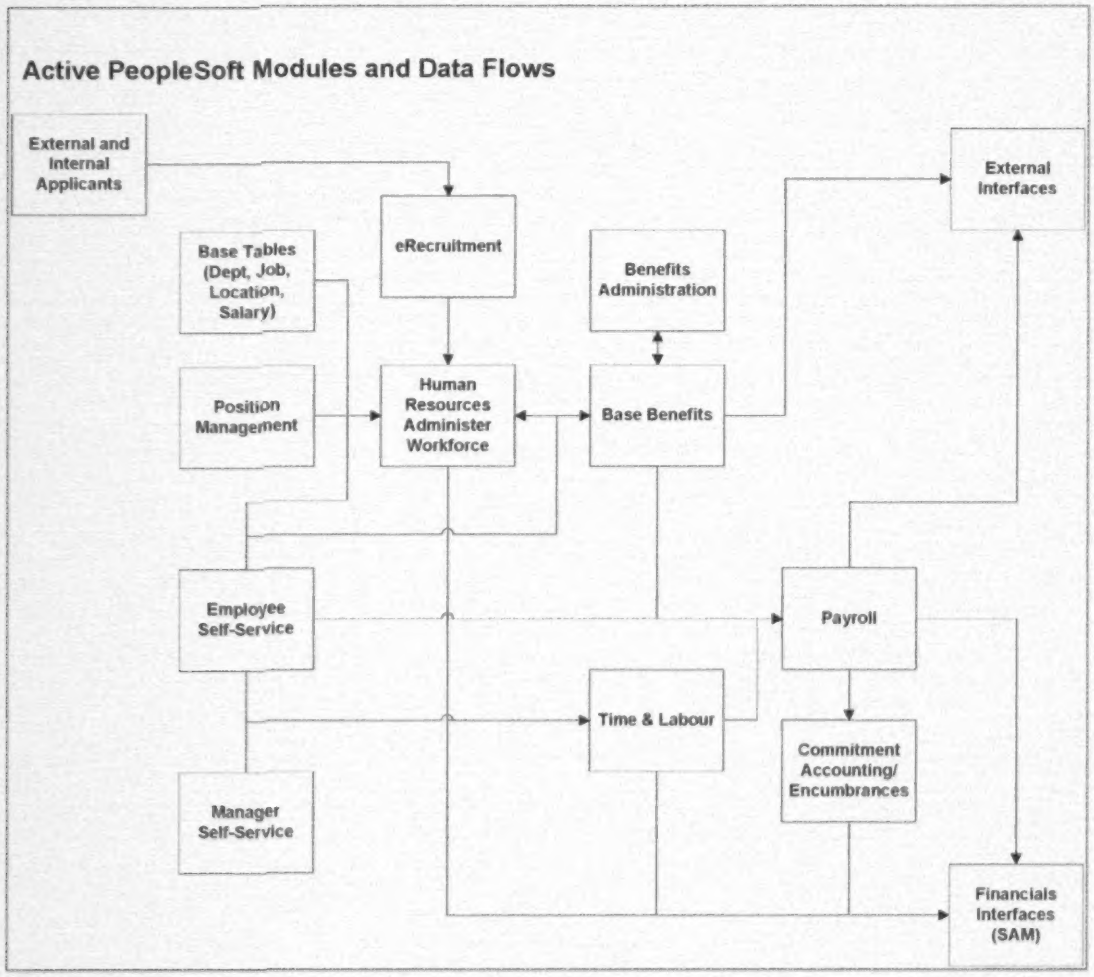
The Department of Human Resources has responsibility and accountability for the GNWT's Human Resource Information System (HRIS). Also referred to as PeopleSoft, the current modules and functionality include:

- Base HR (Organizational, Job, Personal, and Career Life Event Data)
- Position Management
- Base Benefits
- Benefits Administration
- Time & Labour
- Payroll for North America
- Commitment Accounting/Encumbrances
- eRecruit (Talent Acquisition Management and Candidate Gateway)
- Employee and Manager Self-Service
- Reporting
- Integration to the System for Accountability and Management (SAM, GNWT's Financial System.)
- Integration to the ScheduleSoft system.

The Department also maintains an effective and efficient information systems environment that supports the Department's efforts to carry out its mandated responsibilities. DHR existing information system is also responsible for a number of human resources related databases or systems:

- SiteHelpDesk - provides help desk activities through the use of 'tickets' to respond to clients needs
- Org Plus - provides organizational charts for all GNWT departments
- ID Flow - is used to create GNWT employee identification cards
- Access Databases - several databases that are designed to support effective decision making and program delivery (e.g., Payroll Issues Database)
- Web Site - DHR website provides information to those persons interested in knowing more about DHR programs and services, employment opportunities and information for employees relating to GNWT polices
- SharePoint - an application to consolidate information, manage documents, and provide internal communications to DHR divisions

The following diagram outlines the current PeopleSoft active modules and data flows:



Planned Activities – 2012-13

Human Resource Information System Upgrade

The work started in 2011-12 to transition the HRIS from PeopleSoft 8.9 to PeopleSoft 9.1 will be completed in 2012-13. The upgrade ensures that HRIS continues to remain up-to-date with current technologies and leverages the significant investment in the system by exploiting the functionality delivered within the application. A project steering committee with associated terms of reference is in place to provide governance for this project. A request for proposal to obtain consulting services to assist with the upgrade was awarded in December 2011.

The Department of Human Resources' contract consultant, Oracle/PeopleSoft Consulting, conducted a Health Check of the current GNWT PeopleSoft installation. The Health Check provided recommendations on how the GNWT can optimize the system to improve business processes and prepare for future growth and scalability. DHR received 53 recommendations for improvements. Of those, 36 are expected to be addressed during the upgrade project, 7 can be implemented

immediately, and 10 require further research. The go-live date is tentatively scheduled for between July and September 2012.

Some hardware improvements to support the HRIS will also be required in 2012-13.

ePerformance Project

The ePerformance Project was approved for IT Capital Funding in December 2011.

The business and project objectives are to streamline a mostly manual performance evaluation process, collect and maintain performance related data that is now in paper files, and enhance efficiency by reducing duplicate data entry and by using the PeopleSoft employee self-service and manager on-line approval tools to develop, submit, and approve performance evaluations on-line.

The project is currently scheduled to begin in January 2013 and end in June 2013.